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**EXECUTIVE SELECTION IN GOVERNMENT AGENCIES:  
AN ANALYSIS OF THE DEPARTMENT OF THE NAVY  
AND IMMIGRATION AND NATURALIZATION  
SERVICES SENIOR EXECUTIVE SERVICE  
SELECTION PROCESSES**

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### Abstract

Selection processes are critical to identifying and employing those individuals that will perform well on the job. Selection of senior management is equally as significant, requiring the selection process to be effective and robust. The Senior Executive Service (SES) selection process for the Department of the Navy (DON) is analyzed and compared to the SES selection process used by the Immigration and Naturalization Service. Some practical insights and recommendations generated by this analysis and comparison are offered.

**Executive Selection in Government Agencies: An Analysis of the Department of  
Navy and Immigration and Naturalization Service Senior  
Executive Service Selection Processes**

The level of change has intensified (McHugh, 1997) while the use of technology has exploded (Dewett & Jones, 2001). Consequently, businesses continue to downsize, reorganize, and restructure, placing more pressure on leaders and their subordinates to perform. While the performance of subordinates is dependent on a multitude of factors, it could be argued that the effectiveness of the leader is a contributing factor to how well or poorly the subordinate performs, and by extension, the organization performs. Schein (1992) reasoned that the leader is critical in setting the tone and that the leader plays an important role in developing and maintaining the culture of an organization. Additionally, Bennis (1989) asserted that leaders were responsible for the effectiveness of organizations, that leaders were anchors to stabilize the massive amounts of change, and that leaders reduced our concerns about the integrity of our institutions.

One institution that is scrutinized and analyzed on an ongoing basis is the Federal Government. Whereas civilian business organizations and corporations have as a major objective to make profits for their shareholders, the Federal Government is evaluated on different criteria. The leadership challenges and the importance of good leaders, however, remain similar in the Federal Government to the civilian sector.

In light of the importance of leadership in both civilian business organizations and the Federal Government, the crucial task of selecting the “right person for the job” becomes all the more consequential. In fact, Gatewood and Feild (1998), consider

selection as a “critical activity for an organization. It is one of only two ways of ensuring that employees have the abilities to do the work” (p. 3).

The objective of this paper is to analyze the Senior Executive Service (SES) selection process for the Department of the Navy (DON) and the Immigration and Naturalization Service (INS). First, the creation and history of DON-SES process will be summarized. Next, the selection process used by the DON to appoint persons to the SES will be discussed. The DON-SES selection process will be compared and contrasted with the selection process used by the Immigration and Naturalization Service (INS). Finally, a qualitative analysis of the DON-SES selection process, some observations, and recommendations for future research will be provided.

### **Civil Service Reform**

Civil Service Reform Act (CSRA) of 1978. In a cursory review of just four months of the Federal Times, a periodical for civil servants, the following headlines were among many others that highlighted the environment in the Federal Government in the late 1970s: “Politics Over Merit,” “Cole Under ‘Abuse of Authority’ Parole,” “Special Prosecutor Urged for Gas Probe,” “White House Sits on Sizzling ‘Lyle Report’,” “GSA to Investigate Allegations of Fraud,” “GAO Raps Wasteful Use of Customs Inspectors,” “Army Fiscal Fiasco ‘Not Fully Solvable’,” and “Discontent, Resentment, Suspicion at All Levels’.” The abundance of negative articles, as well as the Watergate scandal are indicative of the climate and mood of the Federal Government during this time period.

The CSRA was signed into law on October 15, 1978 and was lauded by many as one the most significant achievements of the Carter administration (Colby & Ingraham, 1981). The CSRA marked the first successful effort to overhaul the civil service system

in some 20 attempts in over 40 years (Foster, 1979). Among the reforms of the CSRA was creation of both the Office of Personnel Management (OPM) and the Merit Systems Protection Board. A major tenet of the CSRA was the establishment of the Senior Executive Service (SES), which was conceived to be a flexible, mobile cadre of both career and non-career (political appointees) who were rewarded according to their performance on the job (Campbell, 1978).

The Office of Personnel Management (OPM), an executive agency headed by a Presidential-appointed director, is charged with administration of the civil service laws and is also charged with oversight of the SES. The OPM has delegated personnel powers to the line agencies (Knudsen, Jakus, & Metz, 1979). Additionally, OPM biennially determines the number of SES positions. Senior Executive Service positions can be filled by federal employees, civilian sector executives, or noncareer political appointees. By law, not more than 30 percent of SES positions authorized may be filled by individuals without at least five years of current, continuous service in the Civil Service immediately preceding appointment to the SES, unless Presidential action to Congress certifying that the limitation would hinder the efficiency of the Government (5 U.S.C. 3392 (b)).

### **Criteria for Evaluating SES Candidates**

Executive core qualifications (ECQs). The OPM requires that each SES appointee possess competence in five core qualifications. These core qualifications have gone through several modifications over the past 22 years. For instance, the initial set of ECQs were modified in the 1980s to (a) more accurately reflect executive qualifications displayed by senior executives in the private sector and (b) conform to executive qualifications determined by a comprehensive job analysis performed by OPM. Finally,

based on extensive research looking at attributes of executives in the public and private sector, OPM introduced five new ECQs with underlying competencies in September of 1997 (Table 1). The extensive research of public and private sector executives and a job analysis performed by OPM on SES positions, highlighted the necessary leadership and management skills and abilities to successfully, according to OPM, perform in the SES.

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Insert Table 1 about here  
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The ECQs in Table 1, leading change; leading people; results driven; business acumen; and building coalition/communication were intended to assess whether or not individuals have the overall executive skills and abilities to perform in a variety of SES positions. Candidates for SES positions must have competence in each of these ECQs. Proficiency in each of the ECQs indicates the candidate also has ability in the underlying competencies associated with each ECQ. Whereas, candidates must possess competence in each of the ECQs, it is not required that the candidate demonstrates mastery in each of the leadership competencies. For instance, a candidate must possess competence in leading change, but need not demonstrate mastery in each of the leadership competencies (e.g., creativity and innovation, continual learning, external awareness, flexibility, etc.).

The ECQs reinforce the concept of an “SES corporate culture.” According to the Guide to Senior Executive Service Qualifications (1997), this concept “holds that the Government needs executives who can provide strategic leadership and whose commitment to public policy and administration transcends their commitment to a specific agency mission or and individual profession” (p. 4).

**Department of the Navy (DON)**

Department of Navy organization. A comprehensive description and discussion of the organization and structure of the DON is beyond the scope of this study. Instead, the following summary is provided to give the reader a perspective of the mission, scope, and size of the DON organization as a backdrop to the discussion of the DON-SES selection process.

Mission and responsibilities of DON. The mission of DON is "...to maintain, train, and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas" (Department of the Navy Web Site, 2000). The Secretary of the Navy (SECNAV) is given authority (Title 10, U.S.C. § 5013), and is responsible for the conduct of all affairs of the DON (Figure 1). This includes recruiting, mobilizing and demobilizing forces, oversight of construction, outfitting and repair of naval assets, formulation and implementation of policies and programs consistent with national-level policies and objectives (Department of the Navy Web Site, 2000). With the enormous size and complexity of the DON, as well as the critical importance of accomplishing the mission, it is imperative that the military and civilian leadership within the DON be capable and equipped to lead and manage this diverse organization.

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Insert Figure 1 about here  
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Selection process in the DON. The SES selection process is managed by the Executive Personnel and Leadership Development Division, having direct control over 75 SES positions in the Secretariat of DON and is responsible for the administration of 333 SES positions within the Navy and Marine Corps. The DON has developed a comprehensive selection process that balances the need to select the best-qualified candidate for the available position and the length of time the process takes to make the selection. As a part of an overall philosophy of decentralization, the DON has delegated selection decisions to the various major components (or claimancies) with final review and approval by the Under Secretary of the Navy.

The steps used by the DON in the SES selection process are listed below. Three of the steps in this process are mandated by law (Title 5, U.S.C.) and are required by all agencies. The process is triggered by one of two things: (a) a new requirement for an SES position is identified or (b) an existing SES position comes open due to movement, retirement, or dismissal. The DON Civilian Executive Resources Board (DONCERB), an advisory board to the Under Secretary of the Navy, determines whether or not the SES slot can be allocated to be filled by the requesting agency within DON. Once the DONCERB has reviewed the SES position, the selection process proceeds.

The steps in the DON-SES process are as follows:

Step 1. A survey of qualified DON SES members is conducted by a DON personnel management specialist to identify potential DON executives to fill the vacancy.

Step 2. Request for authority to recruit is then completed by a DON DONCERB to validate that the requirement for the SES position still exists.

Step 3. A computerized personnel action is initiated with the required documentation.

Step 4. The vacancy is announced (posted in the USAJOBS, on internet, in major newspapers around the U.S., in trade/technical journals, or any combination of these). After the posting period has passed, the application packages (includes resume and write-up on ECQs) received are screened by a DON personnel specialist to eliminate the candidates that do not meet the basic criteria set forth in the announcement or by law for SES positions.

Step 5. A DON personnel specialist performs an initial screen of the application packages to eliminate those candidates that do not meet the basic SES eligibility criteria.

Steps 6 through 9. The next four steps are the second screening of the application packages and are performed by an Ad Hoc Executive Resources Board (AERB) made up of three executives (appointed by the head of each major component), or 1 Brigadier General military person, within the component filling the position. The member(s) of the AERB receive and have approximately 10 days in which to review all applications. The AERB then convenes to score and rank the application packages. The AERB then sends its written recommendation and rank ordering of the candidates to the selecting official.

Step 10. The selecting official makes a final decision on the applicant he/she wants for the position (interview of the candidates is optional).

Step 11. A personnel specialist strengthens the Executive Core Qualifications (ECQ) part of the application package.

Step 12. Process for acquisition certification (If necessary)

Step 13. The application package is sent to the Office of the Deputy Assistant Secretary of the Navy (Civilian Personnel/Equal Employment Opportunity) for final review before submission to the Under Secretary of the Navy's review (step 14). This submission must include not only the package of the recommended candidate, but also a written explanation of why the other candidates were not selected.

Step 14. UNSECNAV review and approval

Step 15. A Qualification Review Board (comprised of three executives randomly appointed government-wide), which were established by the Office of Personnel Management (OPM) to certify that appointees meet executive qualifications for initial career appointment to the SES (5 U.S.C. § 3134, 3394).

Step 16. The candidate selected is appointed to the SES.

NOTE: A process of "vetting" begins once the selecting official (step 10) makes a selection. The vetting process runs parallel to the interview process. Vetting includes inspector general report investigations, a drug test, and a review of the selectees EEO history.

### **Immigration and Naturalization Service (INS)**

INS organization. The INS, like the DON, is a large and complex government organization. The INS is an agency under the direction of the Department of Justice and employs over 29,000 people. The headquarters in Washington D.C. and three regional offices are responsible for a 3.9 billion dollar budget and directing the activities of 33 districts, 21 Border Patrol sectors in the United States, as well as 39 area offices and three district offices outside the United States (Immigration and Naturalization Service Web

Site, 2000). This summary of the INS is not intended to be all-encompassing, but rather to give the reader a sense of the mission, scope and size of the agency.

Mission and responsibilities of INS. The mission of INS, an agency of the Department of Justice, is

...enforcing the laws regulating the admission of foreign-born persons to the U.S. and for administering various immigration benefits, including the naturalization of qualified applicants for U.S. citizenship. INS also works with the Departments of State, Health and Human Services and the United Nations in admission and resettlement of refugees. INS is headed by a Commissioner who reports to the Attorney General. (Immigration and Naturalization Service Web Site, 2000)

The INS also has major responsibilities to (a) administer immigration-related services and (b) to enforce immigration laws and regulations.

The need for quality senior management and leadership to lead and direct this complex organization is a top priority of INS. An example of the commitment of INS to ensure top-quality senior management was the implementation of a competency-based assessment to select top executive talent into the INS-SES corps. A summary of the INS-SES selection process is described below. Like the DON, the selection process for the INS is initiated by one of two scenarios: (a) a new requirement for an SES position is identified or (b) an existing SES slot comes open due to movement, retirement, or dismissal.

It should be noted that the INS-SES selection process is relatively new. The INS developed the competency-based Executive Assessment in late 1997 and early 1998 and

has been operational since August, 1998. The INS is the only federal agency using this approach.

The steps of the INS selection process are as follows:

Step 1. Once an SES position is classified, the position is advertised.

Advertisement of an SES position can range from posting in the federal register, to advertising it in major newspapers around the country. Potential candidates submit an application package for the position advertised.

Step 2. The first screen of the application packages is performed by a personnel specialist to eliminate candidates who do not meet the basic qualifications for an SES position.

Step 3. The Director, Executive Resources Program, takes a seven-page list of questions (developed by the Research and Development Branch, Office of Human Resources and Development) and performs a competency-based reference check in order to obtain information about candidates' past performance.

Step 4. The Chief of Staff and appointed staff members convene an executive review board (ERB) to perform a second screen of all candidate records. This board narrows the number of candidates to five or six individuals (depending on the applicant pool). The first screen, the reference check, and the ERB are all intended to review the candidates' complete application package to determine whether or not they meet the technical requirements (as defined in the job listing) and the Executive Core Qualifications (as defined by OPM).

Step 5. The INS Executive Assessment is completed. The INS Executive Assessment consists of three parts and was developed as a competency-based assessment

to measure skills and abilities in four broad competency areas (Table 2) identified by INS as important for performing in INS-SES positions. The four competency areas in Table 2 are based on the five ECQs identified by OPM and modified to meet the competency needs of INS by the Research and Development Branch in INS's Office of Human Resources and Development.

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Insert Table 2 about here  
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Components of the INS Executive Assessment include:

A. An Executive Thinking Skills Exercise. Candidates are presented with eight scenarios developed from information drawn from sources executives in the Government would be expected to read (e.g., Government's Executive Magazine). They are then asked to evaluate five statements for each scenario (totally true, totally false, mostly true, partially true, and insufficient information to make an assessment).

B. A Judgment Exercise. Each candidate is put in the role of an executive (public or private sector) and given background information on an issue relating to the fictitious organization they lead. They are given 30-minutes to develop a presentation (press conference, presentation to the board of directors, briefing to congressional staffers, etc.). The candidates then have 10 minutes to make their presentation in front of 3 INS staff psychologists who score the presentations with a competency-based structured protocol for responses (based on the four competency areas in Table 2).

C. Based on the two prior components of the assessment, a one-page strengths and weaknesses summary is prepared on each candidate for use after the structured interview (the last component of the Executive Assessment).

D. The Structured Interview. The interview is conducted by the ERB, chaired by the Commissioner of INS, and the commissioner's staff. The competency-based questions used in the interview are standardized with slight modifications to account for technical requirements of the job to be filled.

Step 6. After the interview is completed, the Commissioner is given the one-page strengths/weaknesses summary as additional information and makes the selection.

Step 7. Candidate selected is forwarded to the Department of Justice for approval

Step 8. The candidate selected must then be certified by the Qualification Review Board at OPM.

Step 9. Once these steps have been successfully accomplished, the candidate selected is appointed to the SES.

### **Comparison and Contrast of DON and INS Selection Processes**

Table 3 provides a visual summary of the steps for the DON and INS selection processes outlined earlier.

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 Insert Table 3 about here  
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Job analysis. The Office of Personnel Management, in the mid-1990s, performed an extensive job analysis on SES positions. By the nature of SES positions--“...provide strategic leadership and whose commitment to public policy and administration transcends their commitment to a specific agency mission or an individual profession.”

(Guide to Senior Executive Service Qualifications, 1998: p. 4)--a general job analysis should be sufficient for any SES position within any Federal Government Agency. Both DON and INS used this job analysis in developing their SES selection processes, although INS performed an additional job analysis specific to INS SES positions to develop the leadership competencies in Table 2.

Cost. The estimated cost of each SES selection in the DON is summarized in Table 4. The estimated "baseline cost" per actual candidate selected for an SES position is approximately \$3,692. The baseline cost increases depending on how the SES position vacancy is advertised. If the SES position is advertised nationally, the total estimated cost per candidate actually selected for an SES position is approximately \$28,692 (this does not take into account any travel to Washington D.C. for interviews, or any training lost due to the applicant not remaining in the job). If DON advertises regionally for an SES position, the estimated total cost is approximately \$15,692 per candidate actually selected for an SES position. Finally, if DON advertises in a trade/technical publication, the estimated total cost is approximately \$11,192 per selected SES position.

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 Insert Table 4 about here  
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By comparison, the approximate cost per candidate (Table 5) brought to Washington D.C. to take part in the Executive Assessment is \$3,600 (this is total cost per candidate including travel, lodging, etc.). So, assuming that each Executive Assessment is attended by 6 candidates, the estimated total "baseline cost" would be approximately \$21,600 per candidate selected for an SES position. Adding to this the advertising costs



used in the DON calculations above, the approximate costs for the Executive Assessment would be \$46,600 (advertised nationally), \$33,600 (advertised regionally), and \$29,100 (advertised in a trade/ technical journal).

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Insert Table 5 about here  
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Minority focus. Minority representation in the SES (government-wide) as of 1998 was 21 percent (Office of Personnel Management Web Site, 2000). Neither DON nor INS can, by law, use minority status in making SES selections. This does not preclude any federal government agency from using programs already in place as a vehicle to help develop minority groups to better compete for an SES position. The DON has adopted the strategy of “feeder groups” as a way to ensure that minority groups receive the necessary training and development to allow them to more strongly compete for SES positions. The Immigration and Naturalization Service did not have any similar programs in place.

Time requirements. The Department of Navy has recently modified its SES selection process by combining some steps and shortening other steps. They have reduced the amount of time from identification of an open SES position to the candidate being appointed into the SES from 184 days to approximately 120 days. This is in contrast to a six-month timeframe from the identification of an open SES position to the candidate being appointed into the SES.

Laws. Title 5 specifically states “There is no right of appeal by applicants to OPM on SES staffing actions taken by ERBs, Qualification Review Boards, or

appointing authorities.” Whereas, no employee can sue for non-selection into the SES, they do have the avenue of filing grievances with the Equal Employment Opportunity Commission (EEOC). Neither DON nor INS, since instituting their new SES selection processes, have had a grievance filed based on selection (approximately 2 years).

Recertification rates. By law, each SES appointee must be recertified every three years. The last recertification cycle occurred in 1997. Government-wide, the recertification rate was 99 percent. During this recertification, DON had one individual not recertified and the INS had all individuals recertified. These rates suggest that the individuals in SES positions at both agencies are performing well.

Predictors of job performance. The DON-SES selection process uses a combination of holistic judgments and unstructured interviews. Holistic judgments are when an individual reviews information taken from a resume’ or application and makes a broad general assessment of whether or not the candidate is suitable for the position (Gatewood & Feild, 1998). A personnel specialist performs this holistic judgment on the application package sent in by the potential candidates and eliminates the potential candidates that fail to meet the minimum qualifications as set forth in the job announcement.

The Executive Resources Board also does a holistic judgment, ranking the remaining candidates in order of preference based on the ECQs and technical requirements in the job announcement. The ERB must then send the selecting official a written recommendation. At this point, the selecting official has the option to conduct an interview with one or more of the candidates (it is recommended they interview all

candidates). When conducted, the interviews within the DON tend to be job-related and unstructured.

The INS has a more comprehensive selection process that includes reference checks, holistic judgments, an assessment center, and structured interviews. The Research and Development Branch, Office of Human Resources and Development, have developed a seven-page list of questions to be used in a competency-based reference check with each of the candidates for an INS-SES position. Each of the questions is tied directly or indirectly to one of the leadership competencies INS developed from the OPM job analysis.

During the application package review step, performed by the Chief of Staff (and his/her staff), holistic judgments are made as to the technical qualifications (based on announcement of particular position) and ECQs of the candidates. Applications that do not meet minimum qualifications are dropped and the rest are flown to Washington D.C. for the two-day Executive Assessment. Finally, the Commissioner chairs the Executive Resources Board that conducts a structured interview with each of the candidates. Again, the questions are directly or indirectly tied to one of the leadership competencies.

### **Observations and Conclusion**

The objective of this paper was to do an analysis of the SES selection process used by the Department of the Navy. By analyzing DON's process and comparing and contrasting it with the INS selection process, several qualitative judgments can be made about the DON SES selection process. First, it appears that the SES selection processes for both DON and INS have been overwhelmingly successful. Using recertification rates and number of grievances filed as performance criteria emphasizes the point that both

agencies have robust, effective SES selection processes. Secondly, DON has taken positive steps with the feeder groups, of ensuring minorities have the best opportunity to compete for SES positions. Finally, DON has aggressively worked to reduce the time it takes to appoint a candidate to an SES position.

While the limited evidence reviewed here suggests that the DON-SES selection process is effective, several observations are warranted. First, several researchers have found structured interviews to be more valid selection devices than unstructured interviews. For instance, McDaniel, Whetzel, Schmidt, and Maurer (1994), in a meta-analytic study, found that although both structured and unstructured interviews (selecting official) were effective, the structured interview was found to be more effective. Additionally, McDaniel et al. (1994) found that the situational interview (individual projects what his/her behavior would be in a given situation) was more effective than either the job-related interview (questions attempt to assess past behaviors and job-related information) or psychological interviews (questions are intended to assess personal traits). Williamson, Campion, Malos, Roehling, and Campion (1997) reported that "On the basis of over 100 studies, the meta-analyses have reported validities for structured interviews ranging from .24 to .34, compared with validities for unstructured interviews ranging from .11 to .18" (p. 900). Considering these data, it might be beneficial for DON to investigate the possibility of changing from an unstructured to a structured interview method, focusing on an individuals' behavior (situational or job-related). Second, although it is hard to argue with the success of the DON-SES selection process, the holistic judgment completed by both the personnel specialist and the ad hoc ERB could easily be replaced by a more structured competency-based approach, such as the

behavioral consistency method. Gatewood and Feild (1998) stated that this method "...requires job applicants to describe their past accomplishments in several job-related areas that have been judged to distinguish superior from marginal job performance" (p. 404). These data already exist in the application package the candidates submit to DON. The DON might benefit from looking at the possibility of a more structured process to assess and score the candidates' answers. Both of these observations, while subjective, would strengthen an already robust and effective SES selection process.

The DON and INS have done an admirable job of developing an SES selection process that balances time to selection with making a good SES appointment. Comparisons with the INS-SES selection process were illuminating. Future research should investigate the SES selection processes of other Federal Government Agencies and compare them with organizations in the business world and non-profit organizations. Additionally, future research in the selection area should complete a detailed analysis of the Executive Assessment and attempt to empirically test the validity and reliability of the INS-SES Executive Assessment.

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Figure 1

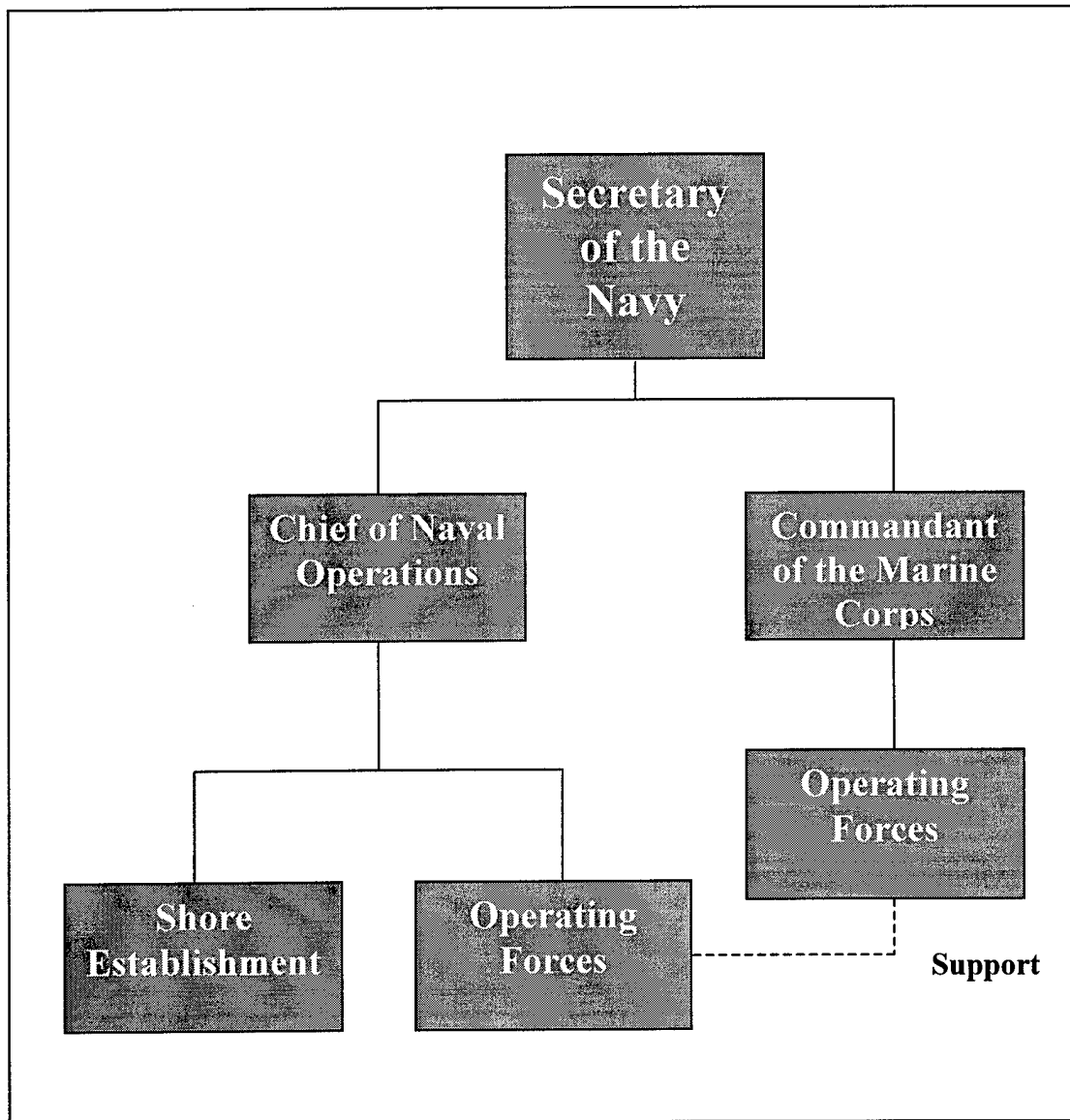




Table 1

Senior Executive Service Executive Core Qualifications

<b>Executive Core Qualification</b>	<b>Description</b>	<b>Leadership Competency</b>
Leading Change	Ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence.	<ul style="list-style-type: none"> <li>• Creativity &amp; Innovation</li> <li>• Continual Learning</li> <li>• External Awareness</li> <li>• Flexibility</li> <li>• Resilience</li> <li>• Service Motivation</li> <li>• Strategic Thinking</li> <li>• Vision</li> </ul>
Leading People	Ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.	<ul style="list-style-type: none"> <li>• Conflict Management</li> <li>• Cultural Awareness</li> <li>• Integrity/Honesty</li> <li>• Team Building</li> </ul>
Results Driven	Ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and the implementation and evaluation of programs and policies.	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Customer Service</li> <li>• Decisiveness</li> <li>• Entrepreneurship</li> <li>• Problem Solving</li> <li>• Technical Credibility</li> </ul>
Business Acumen	Ability to acquire and administer human financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Human Resources Management</li> <li>• Technology Management</li> </ul>
Building Coalitions/ Communication	Ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.	<ul style="list-style-type: none"> <li>• Influencing/Negotiating</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Partnering</li> <li>• Political Savvy</li> <li>• Written Communication</li> </ul>

Note: These ECQs are taken from Guide to Senior Executive Service Qualifications, United States Office of Personnel Management, Office of Executive Resources, Jan 98.

Table 2

Immigration and Naturalization Service Leadership Skill and Competencies

<b>*LEADERSHIP SKILL AREA</b>	<b>COMPETENCIES THAT MAKE UP SKILL AREA</b>
Leadership	Vision; Integrity/Honesty; Resilience; Flexibility; Responsiveness; Accountability; Leading Others; Team Building; Conflict Management; External Awareness; and Cultural Awareness
Communication	Oral Communication; Written Communication; Influencing/Negotiating; Partnering; Political Savvy; and Interpersonal Skills
Thinking Skills	Decision Making and Problem Solving; Technical Capability; Creativity and Innovation; Strategic Thinking; and Continual Learning
Management	Financial Management; Technology Management; and Developing and Executing Plans

The leadership skill areas are based on the job analysis performed by OPM (ECQs) and a job analysis performed by INS

Table 3

Department of Navy/Immigration and Naturalization Service  
Senior Executive Service Selection Processes

Step #	DON Process	INS Process
1	Survey of qualified DON SES members	
2	Request authority to recruit	
3	Initiate personnel action via automated system with required documentation	
4*	Vacancy announced (posted in Federal Register, internet, major newspapers in U.S.)	Vacancy announced (posted in Federal Register, internet, major newspapers in U.S.)
5	Applications screened for basic eligibility	Applications screened for basic eligibility
5a		SES Admin person performs content-based reference checks
6	Applications forwarded to AERB members for rating	Applications forwarded to Research and Development Branch, Office of Human Resources and Development
7*	AERB convenes to evaluate candidates	Executive Assessment (Executive Thinking Skills Exercise; Executive Judgment Exercise; and ERB interview)
8	AERB interviews highly qualified candidates (optional)	
9	AERB sends written recommendations to selecting official	ERB considers Executive Assessment Results and selects one candidate for position
10	Selecting official makes selection	
11	Specialist rewrites and strengthens ECQ package	
12	Process for acquisition certification (if necessary)	
13	Case is give to ODASN (CP/EEO) for review and submission to SES Advisory Group	
14	UNSECNAV approval	Selectee forwarded to Department of Justice for approval
15*	QRB certification	QRB certification
16	Selectee appointed to SES	Selectee appointed to SES
	<b>Total Time of Process: ≈ 120 days</b>	<b>Total Time of Process: ≈ 180 days</b>

\*Steps required by law (Title 5, USC)

Table 4

Cost Per Department of Navy Senior Executive Service Selection

<b>Task in Selection Process</b>	<b>Resources Needed</b>	<b>Time per Resource</b>	<b>*Hourly Rate</b>	<b>Total Cost for this Task</b>
Advertise the Position	1 GS-9	1 Hour	19.17	\$19.17
	1 GS-13	1-Hour	34.07	\$34.07
Minimum Qualification Review	1 GS-13	10-Hours	34.07	\$340.70
Executive Resources Board	3 SESers	30-Hours	62.59	\$1877.70
Interviews	1 SESer	4-Hours	62.59	\$250.36
Qualifications Review Board	3 SESers	12-Hours	62.59	\$751.08
	1 GS-14	4-Hours	39.07	\$156.28
	1 GS-15	4-Hours	48.67	\$194.68
Administrative Work	1 GS-13	2-Hours	34.07	\$68.14
<b>BASELINE DON COST PER SELECTEE:</b>				<b>\$3692.18</b>
**Cost to Advertise the Position				
				\$25,000
				\$12,000
Trade/Technical Publication				\$7,500
<b>Total Cost (advertising nationwide):</b>				<b>\$28,692</b>
<b>Total Cost (advertising regionally):</b>				<b>\$15,692</b>
<b>Total Cost (advertising in trade/technical publication):</b>				<b>\$11,192</b>

\* Note: Hourly rates taken from GS and SES rate charts, mid-range

\*\*Note: Cost to Advertise SES position varies depending on whether it is advertised nationally, regionally, or in a trade/technical publication

Table 5

Cost Per Immigration and Naturalization Service Senior Executive Service Selection

*Cost per candidate participating in the "Executive Assessment"	\$3600
Assuming 6 candidates participating in an "Executive Assessment"	X 6
<b>BASELINE INS COST PER SELECTEE:</b>	<b>\$21,600</b>
**Cost to Advertise the Position	
Nationwide	\$25,000
Regional	\$12,000
Trade/Technical Publication	\$7,500
<b>Total Cost (advertising nationwide):</b>	<b>\$46,600</b>
<b>Total Cost (advertising regionally):</b>	<b>\$33,600</b>
<b>Total Cost (advertising in trade/technical publication):</b>	<b>\$29,100</b>

\*\*Note: Cost to Advertise SES position varies depending on whether it is advertised nationally, regionally, or in a trade/technical publication